

# POSITION DESCRIPTION

KING & WOOD  
MALLESONS  
金杜律师事务所

<b>Position Title:</b>	Innovation Manager
<b>Supervising Partner / Manager / Supervisor:</b>	Executive Director, Innovation
<b>Practice Group / Shared Services Team:</b>	Innovation
<b>Centre</b>	Sydney
<b>Date Created / Last Edited:</b>	May 2019

## Working. Respect. Together

King & Wood Mallesons is committed to creating an inclusive, fair and respectful culture. We require all partners and staff to contribute to a safe working environment which is free from unlawful discrimination and/or harassment. We also require partners and staff to maintain a professional standard of dress, appearance and behaviour during work and at work related functions.

We acknowledge, understand, accept and value differences among all our people. This may relate to age, marital status, ethnicity, carer's status, gender, physical and mental disability, sexual orientation, gender identity, gender expression, spiritual practice or religious belief, for example.

We recognise the importance of reconciliation with Aboriginal and Torres Strait Islander peoples and pay our respects to them as the traditional owners of country.

## Position Summary

The legal industry is changing and King & Wood Mallesons' innovation team deliver cutting edge technology, consulting and change programmes. At KWM we see innovation as change that has a positive impact. Innovation is important to KWM to ensure we have the capability in place to continue to help our clients be successful.

The Innovation group delivers a number of important initiatives and services to the firm including:

- Driving and supporting an innovation culture;
- Facilitating and driving innovation;
- Managing the innovation project portfolio;
- Provision of process improvement technologies and services;
- Programme delivery; and
- Provision of Change Management services.

You will proactively support the use of new technologies, particularly document automation tools and AI-enabled tools, across the firm. You will be innovating to improve the efficiency and cost effectiveness of the way we deliver work, improving client satisfaction and retention. You will assist in leading the market in shaping what the law firm of the future looks like, embracing technology to keep ahead of the competition.

## Your Key Responsibilities

### Specifically you will...

- Develop, promote and support best practices in the use of AI-enabled and automation technologies by the practice teams

- Assist with the evaluation and selection of new technologies; serve as primary point-of-contact for vendors
- Deliver service redesign to help our legal staff and clients work smarter
- Encourage, train, educate and support our legal teams in adopting and increasing their use of automation and artificial intelligence incorporated into their practices
- Use technology and improved processes in our practices to help our clients by being cost conscious, like applying artificial intelligence, consulting with and advising legal staff and clients regarding the most effective use of technology in their matter
- Enjoy innovating to improve the efficiency and cost effectiveness of the way we deliver work, improving client satisfaction and retention
- Lead the market in shaping what the law firm of the future looks like, embracing technology to keep ahead of the competition
- Engage with stakeholders at all levels to facilitate and implement change effectively
- Coordinate and collaborate with other areas of the firm including technology and procurement to ensure that practice solutions are appropriately integrated with firm systems, processes and data
- Assist with testing new technology and provide feedback to project teams and vendors
- Coordinate with product vendors to manage updates, upgrades and other changes
- Collect and analyse usage and other system metrics to recommend changes and enhancements based on the data
- Work as part of a team to track and measure our innovation success, including the collection and analysis of usage and other system metrics to recommend changes and enhancements based on the data
- Keep current with the latest trends in the legal technology industry and share insights with the Innovation team and legal staff on industry developments including technology
- Work alongside our legal staff who are delivering both traditional legal services and advising clients on new areas of law/new industry developments, like blockchain, smart contracts, distributed energy
- Applying our three innovation missions you will work through the steps of scan, challenge, ideate, shortlist, experiment, implement and promote our innovation ideas
- You will seek to understand the gaps or barriers that prevent clients from accomplishing the jobs they need to get done
- Assist in the full life cycle management (scan through to promotion) of approved innovation projects.
- Work closely with clients to understand needs, design experiments, create artefacts like project plans, lean canvas and adoption plans
- Develop effective communication and adoption plans
- Drive a culture of change to improve effectiveness and seek out efficiencies, cost savings and deliver ROI
- You will design and create new products to help our clients work smarter like KWM web-based apps which create documents or guide in making a determination

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## Your Key Relationships

- Executive Director, Innovation
- Innovation team
- The broader project team and its key stakeholders
- Legal staff
- Third parties

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## Capabilities

Our Capability Framework is a key tool to help drive business results and achieve our vision of leading the way in creating value, centred on what our clients need.

To succeed in this position the following capabilities are to be achieved:

### People

- Respectful and supportive interactions that lead to firm high performance
- Building effective teams by empowering and coaching people
- Leading through collaboration and accountability

#### **Clients**

- Consistently delivering superior client service
- Becoming a trusted advisor through deep understanding of the client
- Building strong and enduring client relationships
- Adapting flexibly to a changing environment to meet client needs

#### **Firm**

- Application of technical knowledge to advance the client's commercial objectives
- Development of legal and industry/sector expertise
- Effective practice and project management
- Building your professional reputation
- Achieving financial and cost targets
- Commitment to continuous improvement through innovation
- Applying business acumen in pursuit of opportunities for the firm and clients
- Effective workload and project management

#### **Financial**

- Applying business acumen in delivery of service to clients
- Achieving business, project and budget goals
- Commitment to continuous improvement through innovation

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## **Skills and Attributes**

#### **Essential**

- Experience in implementation of various legal technology solutions, including automation tools (such as RPA, Neota Logic, ContractExpress, ) and AI-enabled tools (such as Kira, eBrevia, Seal or Luminance) highly desired
- A strong desire to work with new technologies, build knowledge and share with stakeholder communities
- Experience working within a law or legal services firm previously or at least demonstrate an understanding of legal services and the partnership model
- 5 years+ managing innovation or change projects and programmes within organisations
- Experience within corporate or professional services organisations
- Experience working within a law or legal services firm previously or at least demonstrate an understanding of legal services and the partnership model
- Understanding of the typical transactional practice workflows and processes
- Proven ability to translate business requirements into practical solutions
- Demonstrated track record delivering results and ROI
- Proven ability in stakeholder management, facilitation, project management and customer experience
- Proven ability and passion about driving transformational cultural change
- Proficiency in MS Office suite (Outlook, Word, Excel, PowerPoint, Project), Project management (eg Visio) and Innovation tools

#### **Desirable**

- Certification, training or experience in innovation methodologies including application of design thinking, agile and experimentation
- PMP or Prince 2 or similar project management certification
- LEAN process reengineering qualifications or experience
- Strong skills in implementing change, including putting the necessary resources and supporting systems in place, including ADKAR change management or similar change methodology
- High level of design and implementation skills when facilitating and enabling change
- Excellent interpersonal skills; ability to build rapport and develop relationships with clients quickly

- Proven ability to work in a client-centric, deadline driven environment
- Highly organised with a knack for managing multiple priorities and projects smoothly
- Self-aware with a keen understanding of the balance between tactical and strategic objectives
- Ability to influence others and move toward a common vision
- Strong business acumen
- Ability to demonstrate awareness of business and firm sensitivities
- Stakeholder management skills across all levels of an organisation
- High level of problem solving, analytical and reporting skills

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## Our Vision and Values

Our global vision...

‘To create a unified top tier global law firm headquartered in Asia’

Across our global firm we have values that guide us and that we aspire to live up to...

Client centric  
Dynamic and entrepreneurial  
One team. One firm  
Excellence and innovation  
Stewardship  
Global Perspective

...these are the same whichever part of the firm you working, in all countries.

*As King & Wood Mallesons evolves to meet changing strategic and operational needs and objectives, so will the roles required of its staff. As such, this document is not intended to represent the position which the occupant will perform in perpetuity. It provides an overall view of the incumbent's role as at the date of this statement. In addition to this document, the specifics of the incumbent's role will be described in local area work and project plans, and in performance plans developed by the incumbent and relevant partner/manager as part of KWM's performance evaluation, development and progression processes.*